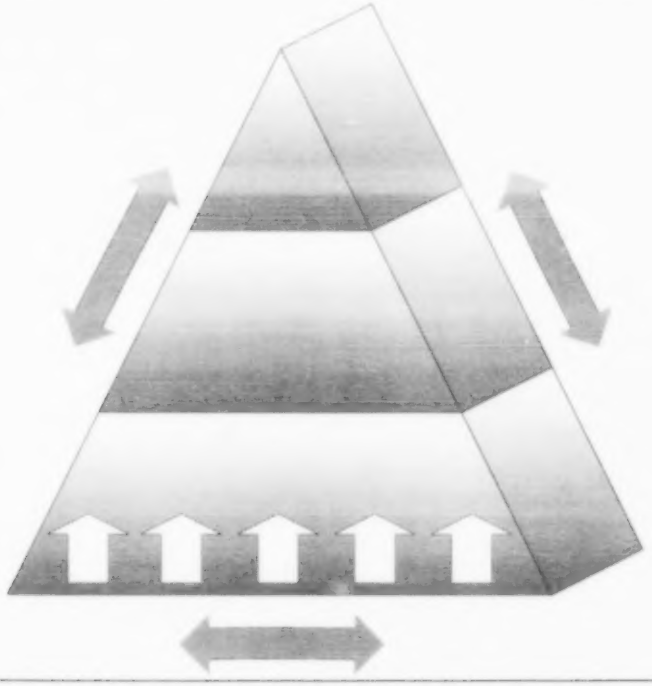
Yukon
Economic Development

Department of Economic Development Strategic Plan

2006-2009

We envision an economy driven by a healthy private sector and expanding at a pace that maximizes opportunities for Yukon businesses and workers. Regional and sectoral growth diversifies the economy, value is added to resources before they are exported, strategic sectors are identified and supported, and a culture of entrepreneurship is encouraged and maintained.



Message from the Deputy Minister

I am pleased to present our 2006-2009 Strategic Plan. This document provides a clear, concise road map for the undertakings of the department and other key players over the next three years. It outlines our vision, mission and values. This plan explains our long term goals, and what we are doing to achieve them.

Opportunities for Yukon's economic development are immense. World demand for base metals and energy is rising. Increasingly, technology, film, tourist and renewable resource industries are assuming an integral role in diversified and balanced development.

Post-devolution Yukon holds vast natural resources. Nearly all 14 Yukon First Nations land claims and self-government agreements are complete. This strong, new governmental position, coupled with a growing recognition from Canada and the world of the importance of the North, places Yukon in the most promising economic position since the Gold Rush.

However, we are not without our challenges. In order for Yukon businesses to sell their products and services to the rest of the world, Yukon will need significant new developments and upgrades to economic infrastructure, such as transportation, telecommunications and energy. The department of Economic Development must also work together with all stakeholders to establish the best way to move forward, not only in the development of the Territory's resources, but in garnering an enhanced knowledge sector and ensuring that Yukon citizens have the skills to participate in the opportunities of the twenty-first century.

Within this context, we will build on our assets and mitigate our challenges.

Over the next three years the department will undertake specific activities with a focus on achieving the following outcomes:

- Leadership in the building of a prosperous economy
- Yukon is known as a desirable place to work, invest and do business;
- First Nations are key players in the Yukon economy;
- The Department is valued, trusted and respected

To ensure our efforts and activities are successful we will measure and report regularly on our progress.

Together, we can make a difference. This plan is our commitment to fulfilling Economic Development's role in Government of Yukon's Pathway to Prosperity.

Sincerely,

Eugene Lysy
Deputy Minister

Table of Contents

	Page
Message from the Deputy Minister	2
Table of Contents	3
Vision, Mission and Values	4
Our Approach to Economic Development	5
Strategic Outcomes	
1. Economic development leadership in the building of a prosperous economy	6
2. Yukon is known as a desirable place in which to do business, work and invest	8
3. First Nations are key players in the Yukon economy	9
4. The Department of Economic Development is valued, trusted and respected	10
Our Values and Competencies	11
Appendix	
One: Economic Development Planning Hierarchy	12

Vision, Mission and Values

Our Vision for the Department of Economic Development

The department is a valued partner and advocate in the building of a sustainable and diversified economy, focusing on prosperity for all Yukoners while remaining cognizant of social and environmental needs.

Our Mission

To assist our partners[1] in building a prosperous Yukon economy by creating and fostering development opportunities.

Our Strategic Outcomes

1. Economic development leadership in the building of a prosperous economy.
2. Yukon is known as a desirable place in which to do business, work and invest.
3. First Nations are key players in the Yukon economy.
4. The Department is valued, trusted and respected.

Our Values and Competencies

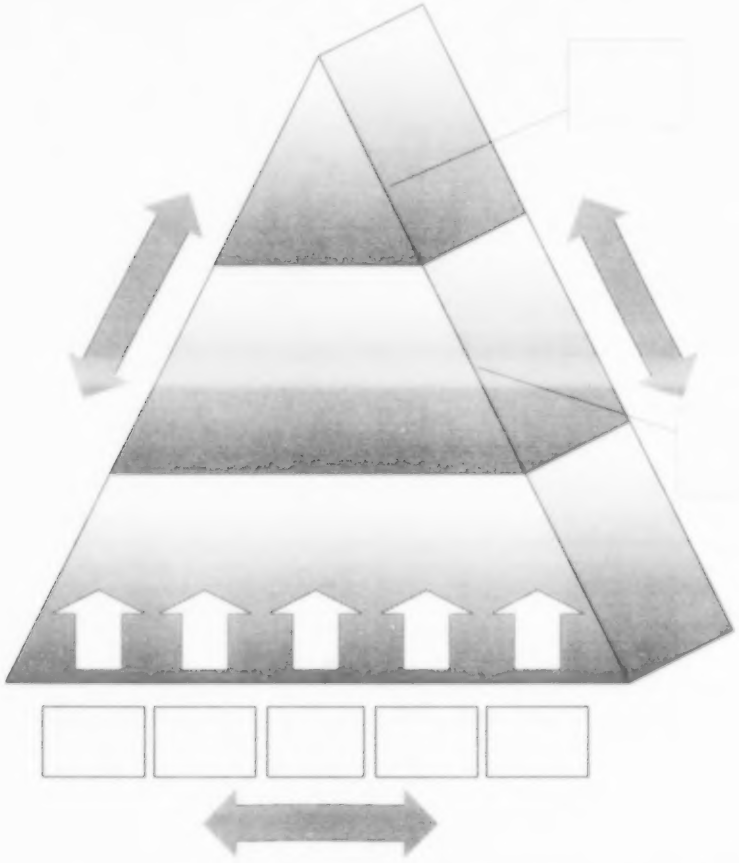
- Focus on the client
- Communicate openly and effectively
- Demonstrate teamwork and team-building
- Have a positive attitude
- Achieve results/goals
- Show responsible leadership at all levels

[1] Our partners include the private sector, First Nations governments, industry associations, other Government of Yukon departments and other levels of government.

Our Approach to Economic Development

We believe that the best way to build Yukon's economy is to encourage the development of primary and value-added industries: businesses that capture external dollars. Our role is threefold:

- To encourage the diversified development of wealth generating primary industries that will capitalize on the strengths of our enabling factors.
- To facilitate the growth of secondary and tertiary industries that derive from and support primary industries.
- To develop enabling factors that support opportunities and are flexible enough to respond to changing circumstances.



Strategic Outcomes

The Department recognizes that the development of the economy is our primary goal. We envision an economy driven by a healthy private sector and expanding at a pace that maximizes opportunities for Yukon businesses and workers. Regional and sectoral growth diversifies the economy, value is added to resources before they are exported, strategic sectors are identified and supported, and a culture of entrepreneurship is encouraged and maintained. The Department will also protect and enhance the Yukon's position with national and international trade and economic development organizations.

To accomplish this we will:

Support the development of wealth generating industries.

- Facilitate strategic industry project development in areas such as:
    - New mining projects;
    - Value-added processing;
    - Large and/or multi-picture film and television projects;
    - Renewable resource projects;
    - Tourism product development;
    - Manufacturing.

Assist in the development of a thriving supporting environment.

- Facilitate, advise, fund and provide incentives to businesses and start-ups.
- Support chamber and industry association initiatives.
- Support entrepreneurship development.
- Identify and examine regional business opportunities, and advance the most promising to the business plan stage.
- Assist Yukon businesses to develop competitive advantages.
- Facilitate private sector investment in film & sound support industries.

Strengthen business enabling factors.

- Develop a business approach for economic infrastructure, including:
    - Innovation;
    - Communications;
    - Transportation;
    - Energy.
- Work with business organizations on industry development, including:
    - The completion of strategic sector development plans;
    - The establishment of an industrial benefits program linked to major project development such as mines and the pipeline;
    - A resource development sustainability plan;
    - Workforce development, including training strategies associated with non-renewable resource development;
    - Industry economic impact assessments.
- Fund community-based organizations to undertake projects to enhance community economic infrastructure.
- With regional economic development partners:
    - Prepare comprehensive regional economic development plans;
    - Prepare and implement business capacity development plans.
- Work with Federal government, First Nations and other stakeholders on business development services, including:
    - A capital equity program for Yukon businesses;
    - A business mentorship and support program;
    - An entrepreneurship development program.
- Develop policies and strategies to:
    - Help focus the department's and government's economic development activities;
    - Assess and improve Yukon's competitive position.

Measurement Guideposts:

- GDP (total, per capita and % growth)
- GDP by sector
- International exports (total and % growth)
- Domestic exports (every 4 or 5 years)

From a Territory rich in opportunities to a stable and competitive regulatory environment, Yukon offers many benefits to businesses, workers and investors. The Department will continually strive to improve the business climate while promoting the Territory to businesses and other economic development partners. This will lead to increased exports as well as opportunities for Yukon entrepreneurs and workers.

To accomplish this we will:

Market Yukon Territory.

- Develop and implement a Yukon-specific economic development marketing campaign that leverages the broader Canada Winter Games campaign.
- Market the Yukon as a premier location for film and sound production.
- Participate in trade shows and missions in priority sectors.

Attract Investment.

- Develop and implement a strategy for investment and business attraction.
- Work with export-ready companies to target external investors and markets.
- Refine and implement immigration plans for investment, business and skilled workers.
- Advocate on behalf of industries to ensure Yukon requirements are included in national funding programs.

Measurement Guideposts:

- Employment (total)
- Employment (nominal and % growth)
- Investment figures (mining, construction, machinery & equipment (nominal and % change)
- Unemployment rate

The settlement of nearly all of the Yukon First Nation land claims is ushering in an era of cooperation in the sustainable development of the territory. First Nations are business ready. The Department will partner with First Nations to strengthen and diversify the Yukon and First Nations economies by increasing business capacity, planning development, and identifying and maximizing business opportunities for First Nation organizations and entrepreneurs.

In undertaking the initiatives under Strategic Outcomes #1 and #2, the Department will examine opportunities for full First Nations participation in the Yukon economy.

In addition, we will undertake the following initiatives specifically in support of First Nations:

Support capacity development.

- Work with First Nations and First Nation development corporations to enhance their organizational capacity for economic development.
- Support executive leadership development.
- Support the development of curricula for entrepreneur, board and organizational capacity-building workshops.

Facilitate access to capital and financing.

- Advocate solutions for the unique financing challenges faced by First Nations in their economic development ventures.
- Help facilitate potential project structures to enable equity investment by First Nations.

Enable business planning.

- Work with First Nations to develop regional economic plans, within and outside Chapter 22.

Measurement Guideposts:

- First Nations investment (number of commercial ventures and Dollar value)
- Unemployment rate on First Nations territory

The Department will strive to express our values and competencies in all aspects of our operations. We will achieve consistency and results by establishing operational goals and targets and evaluating our success in meeting these targets. We will assist our clients and stakeholders to make informed decisions. We will seek continuous improvements in program and service delivery and in client satisfaction with our activities. The Department will become an employer of choice within the public sector.

To accomplish this we will:

Provide accurate, timely and one stop information and services.

Communicate effectively with our stakeholders and involve them in economic development decisions.

Measure goals against objectives.

- Update strategic plan annually;
- Develop annual branch and operational business plans;
- Set targets and report on progress annually.

Undertake an effective employee leadership program.

Maintain and attract knowledgeable, healthy, motivated and productive staff.

Measurement Guideposts:

- Annual client survey: satisfaction with Department activities and results
- Annual employee survey: satisfaction with Department activities and results

Our Values and Competencies

Focus on the client.

- Treat clients with respect
- Be responsive, timely and deliver on promises
- Respect client confidentiality
- Obtain stakeholder input in setting goals

Communicate openly and effectively.

- Keep others informed by sharing knowledge and information
- Listen to others and be approachable
- Maintain a transparent decision-making process

Demonstrate teamwork and team-building.

- Respect diversity
- Create positive partnerships and relationships
- Foster an environment of continuous learning
- Respect our employees' needs and ideas

Have a positive attitude.

- Focus on solutions, not problems
- Be enthusiastic and passionate in our work

Achieve results/goals.

- Set challenging yet achievable goals
- Prioritize and measure results
- Persevere and overcome obstacles

Show responsible leadership at all levels.

- Lead by example
- Be accountable for decisions
- Delegate effectively and provide performance feedback
- Empower clients and employees

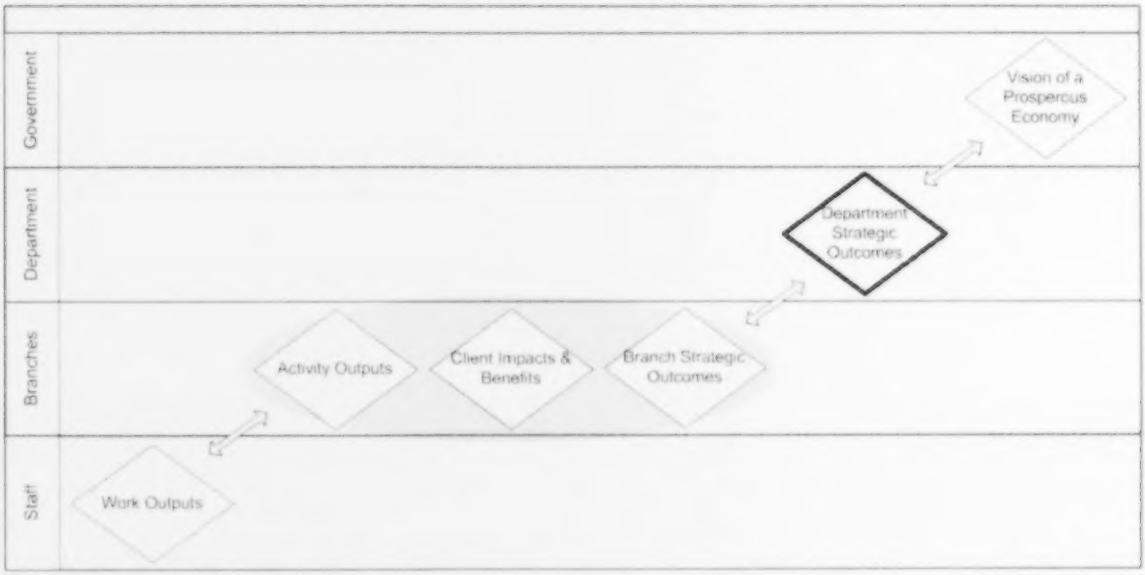
Appendix One: Economic Development Planning Hierarchy

The Strategic Plan represents one component of the Department of Economic Development's comprehensive planning process. The diagram on the next page illustrates the position of the Strategic Plan in this process.

- The Department's vision of a prosperous economy is outlined in *Pathways to Prosperity*.
- The Strategic Plan is organized around four strategic outcomes and the initiatives we are undertaking to achieve those outcomes.
- Branch Business Plans contain activities and measurements in three areas:
    - Branch strategic outcomes;
    - Client impacts/benefits;
    - Activity outputs.
- Individual Staff Work Plans will contain work outputs in support of branch activity outputs, and will link up and down the chain to *Pathways to Prosperity*.

Department of Economic Development – Planning Hierarchy

Staff	Branch	**Department**	Pathways to
Work Plans	Business Plans	**Strategic Plan**	Prosperity



Yukon
Economic Development